

UNITED STATES CIVIL DEFENSE

The Supply Service

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FEDERAL CIVIL DEFENSE ADMINISTRATION

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FEDERAL CIVIL DEFENSE ADMINISTRATION

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"The Supply Service" is one of a series of administrative guides prepared by the Federal Civil Defense Administration to assist those concerned with planning, organizing, staffing, and operating civil defense activities.

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INTRODUCTION

Civil defense depends largely on organized services to perform such emergency functions as fire fighting, rescue, police, transportation, engineering, medical aid, welfare, and communications. To minimize the effects of attack, these operating services must have adequate equipment and supplies immediately available. In addition to the material requirements of these services, stricken people must be provided with the necessities of life. Therefore, civil defense plans should include a supply service to coordinate the efforts of local, State, and Federal agencies in meeting emergency supply requirements. The effectiveness of the supply system will depend on the planning, organizing, and stockpiling accomplished before an actual emergency.

This administrative guide sets forth general over-all policies for civil defense supply and includes suggestions to assist State and local civil defense directors and supply officials in establishing adequate supply programs.

SUPPLY SERVICE FUNCTIONS

1.1 No community is immune to the destructive forces of modern warfare. Every city must be prepared to survive and to help others that may be stricken. To a great extent, the degree of survival will depend on the amount of equipment and supplies available to civil defense forces to minimize the effects of attack and to restore the population's productive effort.

1.2 The civil defense supply service is responsible for providing the civil defense forces of this country with the specialized equipment, medical supplies, food, emergency clothing, fuel, and other materials necessary to relieve suffering and make emergency repairs to property. To do this on a Nation-wide basis requires the full participation and coordination of all civil defense organizations—local, State, and Federal. This coordination must exist in the planning stage to provide for financing and storage of various supplies and equipment not otherwise available, as well as in the operating stage when the materials are required to minimize disaster.

1.3 The civil defense supply system is based on the following concepts, contained in the Federal Civil Defense Act of 1950:

(a) Primary responsibility is vested in the several States and their political subdivisions.

(b) Necessary coordination, guidance, and certain financial and material assistance are provided by the Federal Civil Defense Administration.

1.4 These concepts govern the entire supply plan in each of its five major functions:

- (a) Determining requirements.
- (b) Procurement.
- (c) Storage.
- (d) Distribution.
- (e) Accounting.

Determining Requirements

1.5 The first step in any supply program is to determine what is needed. This must be done locally. The extent of protection and the size of the organized civil defense forces necessary to

provide this protection will determine the requirements for operational equipment and supplies. In addition to these needs, each community must consider the supplies needed for casualties and evacuees. The vulnerability of the area will have a bearing on these figures.

1.6 Some supply requirements for civil defense are already provided by existing local protective services and public agencies. These resources should be used to the fullest extent. However, they may not be sufficient to meet the needs expected to result from enemy attack.

1.7 Each local civil defense service should determine its supply requirements. To these must be added administrative requirements of the local civil defense staff. In preparing the list of requirements, each service should use actual or estimated inventories to indicate the materials already available for civil defense purposes. The difference between total requirements and total materials available represents the amount and kinds of equipment and supplies which must be procured or otherwise obtained. Mutual aid needs should be considered in determining over-all supply requirements.

1.8 The requirements of each community and mutual aid area should be reported to the State. The State, in turn, should combine these requirements with those for mobile support and report the total needs to FCDA through its regional offices. This is important for two reasons: (1) necessary plans can be made to coordinate requirements for critical materials with national production and defense requirements; and (2) the States and Federal government can plan their procurement programs to give priority to target area needs.

1.9 In determining requirements for consumable supplies, each operating service should calculate its probable needs for at least the first four hours of emergency operations. These should be maintained as local ready-supplies. This is especially true of medical supplies, petroleum products, food, decontamination materials, and heating fuel.

Procurement

1.10 Before an emergency, civil defense materials will be procured as follows:

(a) By States or communities using local funds for State and local supplies.

(b) By FCDA or States with funds contributed equally by the Federal government and the States.

(c) By FCDA with Federal funds for Federal reserve stocks.

LOCAL SUPPLIES

1.11 Certain supplies and equipment needed by local civil defense organizations can be procured with local funds without reference to FCDA. Generally, such supplies consist of personal equipment, administrative equipment and supplies, and those operational items necessary to fill special needs. An item procured locally and serving the same purpose as a "standard item" should meet the "standard item" specifications. A "standard item" is defined in paragraph 1.13.

ORGANIZATIONAL EQUIPMENT PROCURED WITH MATCHED FUNDS

1.12 The Federal Civil Defense Act of 1950 provides that "the amounts authorized to be contributed by the Administrator to each State for organizational equipment shall be equally matched by such State from any source it determines is consistent with its laws." The Act further defines organizational equipment as "equipment determined by the Administrator to be (1) necessary to a civil defense organization, as distinguished from personal equipment, and (2) of such a type or nature as to require it to be financed in whole or in part by the Federal government. It shall not be construed to include those items which the local community normally utilizes in combating local disasters except when required in unusual quantities dictated by the requirements of the civil defense plans."

1.13 The Federal Civil Defense Administrator shall prescribe the conditions under which Federally contributed funds may be used by the States to procure materials. These conditions shall include quantity and specifications of the material, and the method of preserving it for long-term storage. When a specification for a particular item is approved by the Administrator, it becomes a "standard item." The Administrator may also prescribe standards for distribution, use, maintenance, inspection, and disposal. Within these limitations such materials are considered State property and will be stored in State warehouses or other places designated by the State.

1.14 Detailed instructions concerning the use of matched funds for organizational equipment will be issued to the States by FCDA from time to time. Advisory bulletins or other media will establish matching-fund procedures and list certain items considered as organizational equipment. These bulletins also will provide for procurement by either the Federal government or the State.

1.15 In planning supply programs for States and cities, civil defense officials must bear in mind that the use of Federal funds is always contingent upon the amount of money appropriated by

the Congress and the "appropriation language" employed. FCDA will advise the States of any changes in these matters.

1.16 The Civil Defense Act provides for Federal financial contributions only to the States. No provision is made for contributions to cities or other political subdivisions. Therefore, all local participation in matched-funds procurement must be coordinated and approved by State authorities. Many States favor a plan whereby the State makes allocations of available matched funds to its political subdivisions and requires them to contribute half of the State's share. Thus, a community may receive four times its contribution if the matched funds were granted on a 50-50 basis by the Federal government.

1.17 The Act further stipulates that no Federal contributions may be made for State or local personnel and administrative expenses, or for items of personal equipment.

FCDA RESERVE STOCKS

1.18 The Act also authorizes FCDA to "procure by condemnation or otherwise, construct, lease, transport, store, maintain, renovate or distribute materials and facilities for civil defense . . ." The extent to which this authority is used will depend on the amount of Federal or State funds appropriated and the severity of attack. Present plans call for stockpiling certain supplies and equipment, primarily medical, in Federally operated warehouses located near target areas. Supplies procured in this manner are Federally owned and controlled. Their use will be authorized by FCDA only in an actual emergency when the resources of a stricken State have been depleted.

EMERGENCY PROCUREMENT

1.19 Civil defense legislation of most States provides the governor or director of civil defense with power to seize or expropriate materials available in commercial warehouses and retail outlets during civil defense emergencies. Supply officials should develop necessary plans and procedures for exercising such emergency powers. Further information on emergency procurement is contained in chapter 3.

Storage

1.20 The national plan for stockpiling civil defense materials contemplates the use of separate storage facilities under independent control of the communities, States and FCDA.

LOCAL READY-SUPPLIES

1.21 Local ready-supplies may be procured locally, or supplied by the State, and certain categories may be obtained through

matched-funds procurement. They should be under local control, and the civil defense services should plan for their efficient use during periods of emergency. Local ready-supplies should be stored at appropriate points throughout a city to provide adequate materials for emergency use. Logical locations are mass care centers, emergency welfare centers, evacuee assembly areas, warden posts and headquarters, first-aid stations, hospitals, and other places likely to receive or serve casualties. Equipment and materials necessary for emergency operation of the other services should be readily available at the assembly points for each service.

1.22 Local supply officials should plan for sufficient ready-supplies to maintain emergency operations and casualty relief for at least the first four hours following an attack. Consideration should be given to the probable loss of ready-supplies stored in damaged areas. Supply officials should not expect substantial assistance from outside the mutual aid area in less than four hours, although this time may be bettered. This will depend to a great extent on warning time, nature and severity of attack, and condition of roads and streets leading into the disaster area.

FRINGE AREA STORAGE

1.23 Bulk quantities of supplies and standard unit packs may be stored in warehouses located in the fringe areas of the city. These warehouses should be near adequate transportation facilities. Municipal warehouses and other public spaces may be used for this purpose.

1.24 Civil defense supplies and equipment stored in fringe area warehouses should be under the direct control of the chief supply officer of the city (or target area) and should be drawn upon to replace ready-supplies as they become depleted.

STORAGE OF STATE SUPPLIES

1.25 State supply officials should plan for the movement of supplies to replace depleted local ready-supplies and fringe area stocks. These supplies should be stored in State-operated warehouses strategically located on good transportation routes between target areas. The materials stored in these warehouses will be those procured with matched funds and those procured entirely with State funds. They should be under direct control of the State supply officer who should authorize all shipments. Supplies stocked in State warehouses should be packed in bulk quantities as well as standard unit packs.

SUPPLIES FOR MOBILE SUPPORT FORCES

1.26 A major responsibility of the State supply organization is to provide equipment and supplies for the State's mobile sup-

port forces. In addition to organizational equipment necessary for the operation of each mobile support service unit, sufficient consumable supplies should be placed in stand-by storage at each group headquarters or service unit assembly point. These supplies should be packed for easy loading, safe transit, and immediate use at the disaster area. They should be in sufficient quantity to enable each service unit to perform emergency operations for at least twelve hours. Further, each unit should be supplied with enough rations for 36 hours. Local supply authorities in the disaster area should furnish additional supplies when necessary. If this is not practicable, mobile support commanders should contact State mobile force headquarters and arrange for necessary supply lines.

FEDERAL CIVIL DEFENSE WAREHOUSES

1.27 Materials procured by FCDA will be stockpiled in warehouses strategically located to serve target areas. Prior planning should be accomplished by regional offices and States for utilization of these stocks during an emergency. This planning is also necessary to coordinate the procurement of materials at all levels to meet the needs of each target area. States will be kept informed of the location and inventories of FCDA warehouses.

1.28 Warehouse locations will be selected by FCDA on the basis of relative safety from likely targets, and delivery time to areas to be served. Generally, warehouses will be single-story structures with multiple outlets, having 25,000 to 100,000 square feet of closed storage space. Since supplies must be delivered to a stricken area within a few hours after movement is ordered, warehouses will be located near rail transportation, good road networks, airports, or port facilities.

Distribution

1.29 Actual movement of materials will be accomplished by the transportation service. Therefore, all supply officials concerned with distribution and movement of supplies should coordinate their emergency plans with the transportation service. Standard practices must be observed with respect to packaging and storing all supplies for quick identification and loading.

1.30 All local ready-supplies should be packed to permit rapid distribution. Immediately following an attack, supply officials should begin the movement of ready-supplies to damaged areas. In planning for the movement of materials from local, State, and Federal warehouses, supply officials should provide for sufficient personnel, either paid or volunteer, to load supplies and fill orders as they are needed. Responsibility for the materials after they

are loaded and until they arrive at their destination rests with the transportation service. Supplies should be unloaded by the service receiving the supplies or by personnel recruited on the spot by the warden service.

DISTRIBUTION OF EXPROPRIATED MATERIALS

1.31 Emergency plans should be developed so that commercially owned materials, especially medical items and food, may be drawn upon to provide additional local supplies. These plans should be worked out in cooperation with the owners concerned so that their stocks may be readily obtained by civil defense supply officials for emergency distribution. These materials should be considered the same as other civil defense supplies except that payment would follow their use rather than precede it.

1.32 Casualty relief activities, including emergency feeding, should have first priority on available supplies. Usually, medical supplies will be distributed to hospitals and first-aid stations rendering medical aid. Supply officials must be familiar with supply requirements of the various civil defense services, and a well-developed distribution plan should be prepared prior to an emergency. This plan should incorporate, as much as possible, normal channels of distribution. An effective supply distribution plan ready to go into operation when a disaster occurs will assure that available materials are used where they do the most good.

Accounting

1.33 At all levels of operation, the civil defense supply program involves the use of public funds and public property. Therefore, suitable and accurate records must be maintained for each operation through the various stages of procurement, storage, and distribution. They ensure proper handling of public property, and also provide an up-to-date record of supply status—under procurement, en route, amounts on hand, location, condition, and when and to whom issued. During an emergency, accountability of civil defense supplies ends with the record of authorized release from warehouses and other storage points.

1.34 In addition to necessary accounting and record keeping of warehouse and in-service supplies, every supply program will require planned procedures and records for the use and disposition of materials taken over from commercial stocks. Accurate records must be kept of the items used, quantity, unit price, and to whom issued. This information must be available to effect payment to the original owner. Detailed instructions and recommended procedures for these emergency operations will be issued at a later date.

SUPPLY SERVICE ORGANIZATION

2.1 The supply service should be organized to support civil defense operations at all levels, and the heads of State and local supply staffs should be thoroughly familiar with the entire civil defense supply program. They should be assisted by a supply liaison officer from each operating service to coordinate material requirements of the civil defense organization and to provide each service with necessary equipment and supplies for effective operations. Figure 1 shows how the FCDA supply service ties in with a suggested State and local supply organization. Because of varying conditions in each State, this plan should be adapted to meet a State's particular needs.

Federal

2.2 Federal responsibilities for civil defense supply are carried out by FCDA through its regional offices. After receiving the States' requirements for civil defense materials, FCDA develops an over-all supply program for the entire country. FCDA establishes specifications and standards for civil defense materials and develops recommended tables of equipment for the various civil defense services. An important function of FCDA is to determine what civil defense materials require financial assistance from the Federal government. Certain of these materials are designated "organizational equipment" and may be procured by FCDA or the States with matched funds. Organizational equipment becomes State property but is subject to Federal inspection and accountability.

2.3 Organizational equipment will be distributed, maintained, and used only for civil defense purposes unless the Federal Civil Defense Administrator prescribes or authorizes otherwise. Such equipment shall not be disposed of without prior approval of the Administrator. Materials subject to deterioration, however, will be rotated or replaced to minimize loss. Organizational equipment will be controlled by accepted or prescribed methods of accounting and identification. By agreement, the Administrator or his representatives may inspect the equipment and the State's books and records relating to such equipment.

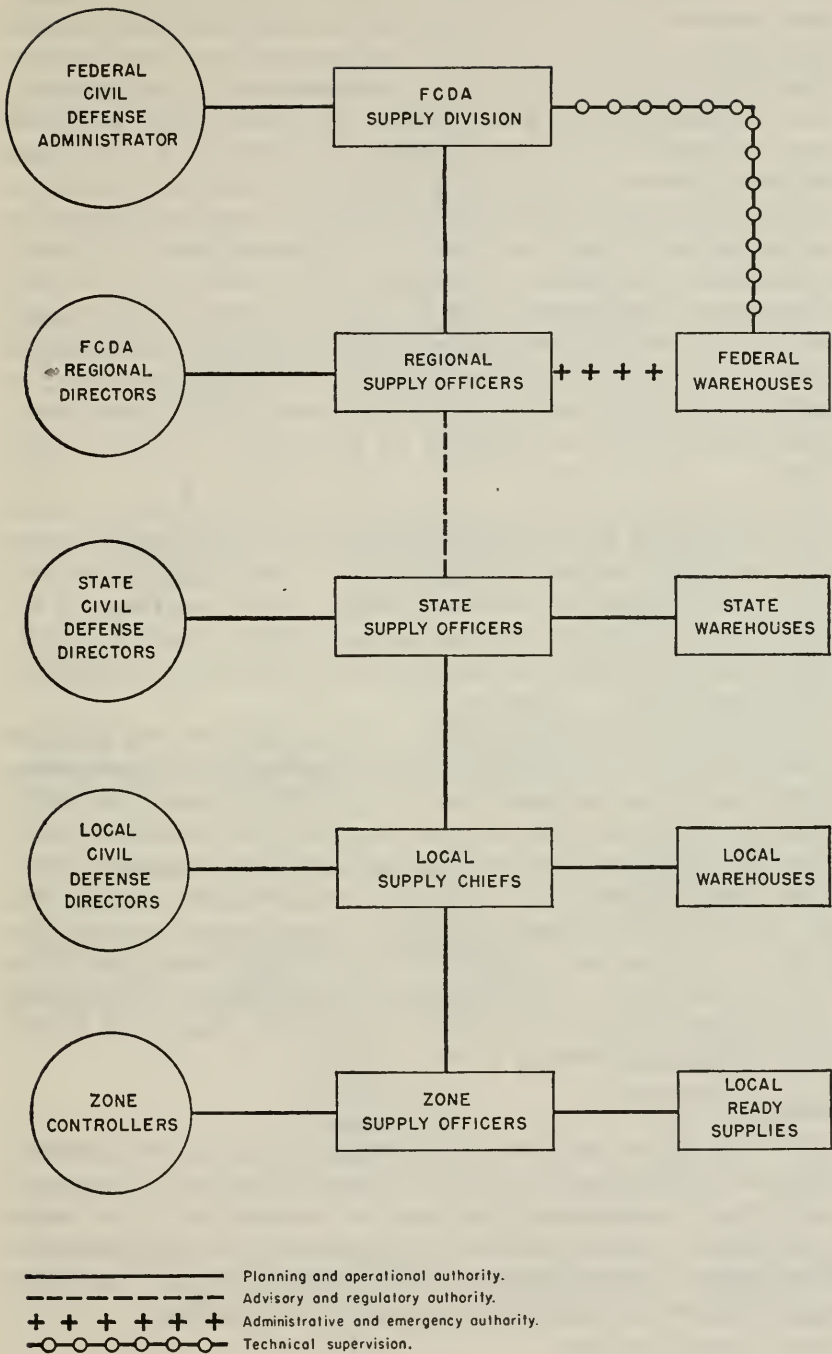


FIGURE 1.—Organization of civil defense supply service.

2.4 In addition to administering the matched-funds procurement program, FCDA provides reserve stocks for civil defense emergencies. The extent of this procurement and types of materials stockpiled depend on funds appropriated by the Congress.

2.5 Coordination of Federal, State, and local supply activities requires complete cooperation, a thorough exchange of knowledge, and establishment of accepted practices and standard procedures. To accomplish this, FCDA provides advisory service through its regional offices to State and local civil defense officials. This service pertains to all phases of supply—requirements, procurement, warehousing, distribution, and accounting. Much of this assistance may be obtained from those regional offices where inspection teams will be located. These teams help maintain standards for warehousing FCDA reserve stocks and organizational equipment. Their services will be available to the States and cities upon request.

2.6 FCDA also assists State and local supply officials through publications such as this administrative guide, and technical manuals, handbooks, bulletins, and booklets. These publications will help supply officials in developing their supply programs, in recruiting and training volunteer supply workers, and in coordinating their activities with the national program of civil defense supply operations.

2.7 Each FCDA regional office has a supply officer on the staff to assist States and cities with supply problems and organization and to ensure that adequate provision is made for receipt of available Federal support. The regional supply officer should be kept informed of State and local supply programs and emergency operating plans. Information concerning requirements, inventories, and other available supplies should be interchanged between the States and the regional supply officer to ensure a coordinated plan for the entire region. During periods of emergency, the regional supply officer serves as coordinator between the States and FCDA headquarters in providing Federal support.

State

2.8 The size of the State supply organization will vary directly with the extent of supply activity. Figure 2 illustrates a suggested State supply organization that may be modified to fit the needs of each State. This organization is not intended to replace existing State supply systems. Many of the suggested supply functions may be handled by existing State supply organizations.

STATE SUPPLY OFFICER

2.9 The State civil defense director should appoint a State supply officer as staff assistant to plan and direct the State's civil

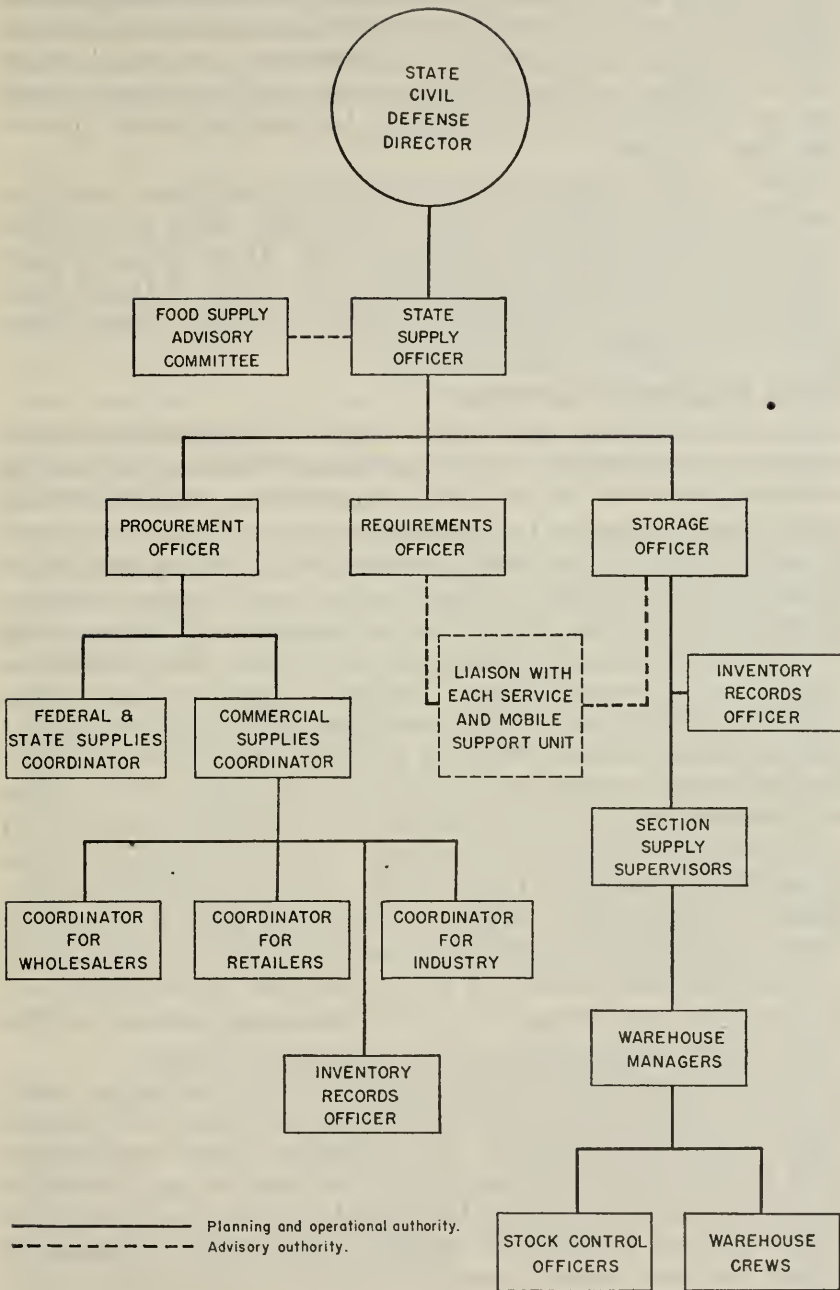


FIGURE 2.—Suggested State civil defense supply organization.

defense supply program. Since the supply function is closely allied with finances and accounting procedures, some States may wish to combine all fiscal and supply responsibilities under one assistant or deputy director of civil defense. In either case, one official should be given primary responsibility for supply and, if the State accepts accountability for Federal property, he must be bonded for not less than \$10,000.

2.10 Special officers for requirements, procurement, and storage should be appointed to assist the supply officer in planning the State's civil defense supply program. These special officers should help coordinate the program with that of the Federal government and the communities within the State. Some States may wish to combine these positions.

STATE REQUIREMENTS OFFICER

2.11 Determining civil defense supply requirements is a necessary step in developing the State program. This can be done by surveying the needs of the political subdivisions within the State, giving special attention to target areas. Obviously, this job cannot be accomplished by one person without detailed knowledge of the organizational pattern of the various civil defense services throughout the State. Therefore, the requirements officer should be assisted by a supply liaison officer for each technical service and the mobile support forces. Generally, these men serve on the staff of the State chief of each service and will be in direct contact with the local services. Many of the State civil defense services provide staffs to handle their supply requirements. These staffs should cooperate closely with officials of the supply service who will develop the over-all supply program. The service liaison officer should determine State requirements for his particular service, assist the State supply service in conducting surveys of existing and potential materials resources, and maintain accountability of all materials in the custody of his service. The liaison officers will provide a channel through which the State supply service and the civil defense services may maintain continuous contact.

2.12 The requirements officer should compile the supply needs of each of the services to determine the State's over-all civil defense supply requirements. By comparing these requirements with the resources available for civil defense, he can determine the kinds and amounts of materials to be procured. Aided by the liaison officers, he can also establish procurement priorities to obtain the more urgently needed materials with the funds available.

STATE PROCUREMENT OFFICER

2.13 The procurement of civil defense materials for a State

includes the purchase of State and matched-funds materials, and the expropriation of commercial supplies for civil defense emergencies. Two assistants, a Federal and State supplies coordinator and a commercial supplies coordinator, are recommended to aid the procurement officer in carrying out these functions.

2.14 The Federal and State supplies coordinator should keep informed of FCDA supply procurement activities and coordinate them with State procurements. He should be familiar with requirements and regulations concerning matched funds and see that the State makes best use of available civil defense procurement funds. This officer should maintain close liaison with procurement officials of the State government to insure that purchase and procurement of civil defense materials conforms to State requirements. Further, he should establish the necessary emergency procedures for use of regular State materials for civil defense. The availability of these supplies should be considered in all civil defense procurements.

2.15 The State commercial supplies coordinator should plan the program and procedures necessary for acquiring and paying for expropriated materials. He should advise local supply officials in soliciting the cooperation of commercial organizations whose supplies may be needed during emergencies.

2.16 Three special assistants should be named to the staff of the State commercial supplies coordinator to help develop programs and procedures which relate to retailers, wholesalers, and industry. In addition, a separate State food supply advisory committee should assist in developing an emergency food supply program, including voluntary controls covering the sale of food. The staff of the commercial supplies coordinator should also include an inventory records officer to maintain a consolidated estimate of supplies currently available through commercial sources.

STATE STORAGE OFFICER

2.17 A storage officer should be appointed to the staff of the State supply officer with primary responsibility for storage, warehousing, and stock control. He should have assistants to manage warehouses and handle supplies procured for storage. A warehouse manager should be appointed for each State warehouse. A supply supervisor responsible for the operation of two or more warehouses may also be necessary.

2.18 Each warehouse manager should be assisted by one stock control officer and personnel necessary to make up warehouse crews. The stock control officer should maintain accurate inventory records and perform other normal supply record functions.

2.19 The State storage officer should establish reporting procedures for storage operations and maintain a central record of equipment and supplies on hand at the various warehouses and operating points throughout the State. An inventory records officer should be appointed to assist him in this duty and in prescribing warehouse reporting and accountability procedures.

Local

2.20 A supply chief should be appointed as soon as possible in each community civil defense organization. He should be named to the special staff of the local civil defense director to coordinate supply planning of the entire organization including administrative and technical service supply items.

2.21 A deputy supply chief should be named to assist the local supply chief, and zone supply officers should be appointed for each civil defense zone in the city. This will provide the basic organization for coordinating supply functions throughout the community. In addition, a procurement and storage officer should be appointed to be primarily responsible for procurement, storage, warehousing, and accounting of all supplies. He should be assisted by a warehouse manager for each local civil defense warehouse, and a supply records officer to maintain records of supply acquisitions, inventories, and issues. Figure 3 shows a suggested local supply organization. The positions represent a logical breakdown of the functions to be performed. They may be combined or expanded as local conditions require.

LOCAL REQUIREMENTS COMMITTEE

2.22 A local requirements committee should be established consisting of supply liaison officers from each operating service. This committee should aid the local supply chief in determining equipment and supplies needed for effective civil defense. The committee should be under direct supervision of the deputy supply chief. Each liaison officer should consolidate supply requirements of his service and submit them to the deputy supply chief. The committee should function as a group only when necessary to discuss supply problems of mutual interest.

ADVISORY COMMITTEES

2.23 The local supply chief should designate prominent business people in the community to serve on a private resources committee. This group should help supply officials obtain the support and cooperation of local businessmen in developing an emergency supply plan for the control and distribution of, and payment for, commercial quantities of supplies, particularly food and clothing.

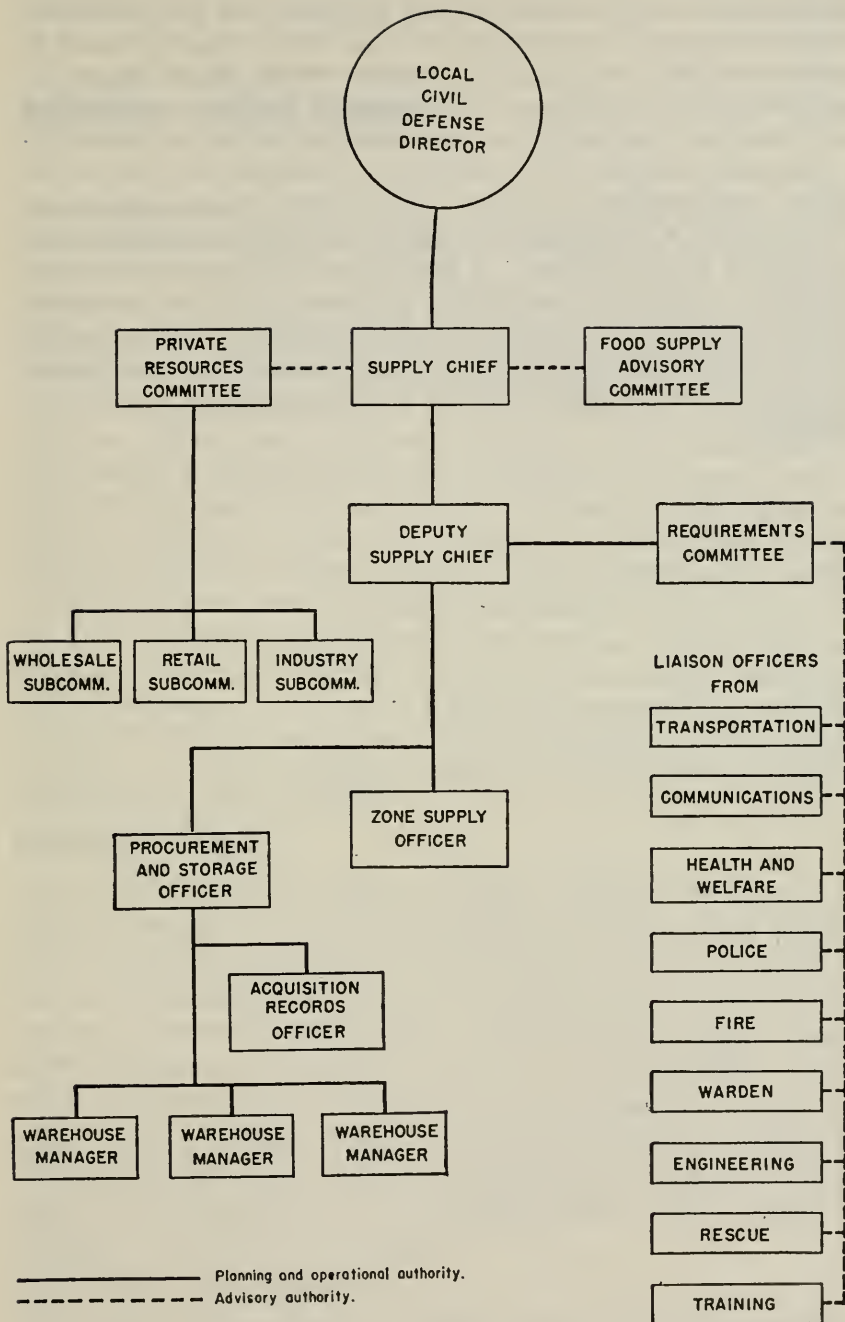


FIGURE 3.—Suggested local civil defense supply organization.

2.24 An important part of the committee's work is to inform businessmen of civil defense supply problems and the emergency plans necessary to community survival. This should be done in cooperation with the local civil defense public affairs officer. If establishing subcommittees for the fields of industry, wholesaling, and retailing is advisable, each subcommittee should be headed by a chairman selected from members prominent in these fields. These subcommittees will have special value during emergency periods when it is necessary to locate and obtain particular items of supplies and equipment. A special local food supply advisory committee should be appointed to advise on plans for emergency procurement and distribution of food. Guidance and assistance in the formation and operation of these committees and subcommittees should be available from the State commercial supplies coordinator.

SUPPLY OPERATIONS

3.1 Operations of the supply service logically fall into four civil defense periods. The **preattack period** must be devoted to organizing, staffing, planning, procuring, warehousing, and training for an emergency. During the short **alert and attack period**, supply service personnel must be prepared to go into action, each knowing the exact job he is to perform as soon as the attack is over. The **postattack period** is the crucial period for the supply services. After damage has been assessed and the magnitude of the casualty and welfare problem determined, the supply service must provide each technical service with materials necessary to continue emergency operations. During the **restoration period**, when the population begins to resume normal activities, the supply function becomes one of salvage, replenishment, and payment.

3.2 This chapter describes the functions to be performed by the supply service during these periods and also recommends certain procedures to be followed. Although the chapter is primarily concerned with the operations of the local supply service, it also describes how these operations should be coordinated with State and Federal supply activities.

Preattack Period

3.3 Initial steps in getting a supply program underway are the appointments of a State supply officer and local supply chiefs. These men assume the primary civil defense supply responsibility for the State and their immediate planning and leadership are necessary to effective organization. The State supply officer should urge appointment of supply chiefs in every community in the State and advise them in the planning and operational phases of local supply activities. Where a local supply chief is appointed before the State supply officer is designated, he should proceed with his local planning and organizing until a State officer is available to guide and assist him.

DETERMINING REQUIREMENTS

3.4 The basic problem in the local supply program is what and how much is needed and where required. This can be determined only by competent persons in each technical service who under-

stand their operating practices and the extent of their expected emergency operations. These people should serve on the requirements committee under direction of the deputy supply chief. Each service should be required to list its total needs and amounts on hand. This will indicate the quantity which must be obtained to fill its total requirements. Services should identify each item sufficiently to permit recognition of items common to more than one service. Those items for which FCDA has approved specifications should be listed by the FCDA procurement identification number.

3.5 Necessary equipment and supplies for each service may be obtained by the procurement methods outlined in chapter 1. Generally, funds available will determine the most appropriate method. Since all new procurements probably will not be made at the same time, there will be a gradual build-up of supply and equipment needs. This may result in an interim period during which an emergency might catch the civil defense services without sufficient materials to perform their duties. To guard against this, supply officials should take action as early as possible to inventory private resources of the community. This inventory should be conducted with the assistance of the private resources committee to determine what private equipment and materials may be available for emergency use.

AVAILABILITY OF FEDERAL AGENCY MATERIALS

3.6 The national plan for civil defense supply provides that field offices of Federal agencies will cooperate with FCDA regional offices and State civil defense officials by indicating the amounts of supplies available for emergency civil defense use. The FCDA regional office will contact these field offices to determine what materials may be available and to develop with the State supply officials detailed plans for their use during an emergency.

WORK OF THE PRIVATE RESOURCES COMMITTEE

3.7 A basic concept of our national civil defense program is the efficient use of all available equipment and materials. The work of the private resources committee can contribute greatly to this end under the personal direction of the supply chief. The cooperation of the commercial and industrial people of the community will prove a valuable asset in the local supply program.

3.8 There is a dangerous possibility that each civil defense service might canvass industrial and commercial establishments soliciting their support for emergency equipment and supply assistance. Such practice would result in considerable duplication and jeopardize cooperative relations. Therefore, the private resources committee should develop a procedure to conduct a

consolidated survey of each establishment. By comparing the results of this survey with the needs of the services, specific emergency assignments may be made using available privately owned materials. The supply chief should ensure that proper procedures are developed for accounting of private materials used during an emergency so that payment may be made when authorized.

3.9 Where private facilities have an overabundance of materials, plans should be developed to share them with neighboring communities. Quantities in excess of local requirements should be reported to the State procurement officer.

PROCUREMENT OF MATERIALS

3.10 As soon as funds are made available for equipping and supplying civil defense forces, supply officials must be prepared to procure the items most urgently needed. In determining which items are to be procured, the supply chief should be guided by priorities agreed upon by the requirements committee insofar as they agree with the intended use of appropriated funds. The procurement officer must keep abreast of the supply programs developed by the State and Federal government, especially with respect to matched-funds procurement.

SELECTING STORAGE LOCATIONS

3.11 Selection of storage locations need not wait until large quantities of materials are actually under procurement but can be done as soon as a procurement and storage officer is designated. Considerable space may be available in municipal warehouses and other public facilities. Careful consideration should be given to accessibility of storage spaces under conditions likely to prevail after an attack. The transportation service will be of assistance in selecting suitable locations. Each warehouse should have provisions for communications with key officials.

3.12 Efforts in storing civil defense materials should be first directed toward stocking local ready-supplies for civil defense forces. These supplies should be sufficient to support civil defense operations for at least the first four hours following an attack. When selecting storage locations supply officials should secure a responsible person to act as custodian of materials. Service liaison officers may assume custody of all equipment and supplies issued to their services.

RECRUITING VOLUNTEER WORKERS

3.13 The local supply chief should confer with civil defense recruiting officials to develop plans for enlisting necessary supply service volunteers. The supply chief should indicate staff positions

to be filled as well as types and numbers of workers necessary to maintain the storage program and conduct supply distribution operations during an emergency. Job descriptions in appendix A should be used as guides in recruiting and assigning volunteers. Recruiting should be done when volunteers can be assigned useful tasks to perform either in warehousing, inventorying, repackaging, or similar operations. Some form of training should be given each volunteer immediately after recruitment. (See chapter 4 for additional information on staffing and training.)

DEVELOPING FOOD DISTRIBUTION PLAN

3.14 An emergency food distribution program should be planned to procure food for mass care centers, evacuee centers, hospitals, and other civil defense facilities where mass feeding is necessary. However, the complex food distribution network of the country should not be disrupted, so that areas not directly affected by attack may be assured of adequate food stocks during the emergency period.

3.15 Recognizing that the food supply problem goes beyond immediate civil defense operational requirements, the Federal Civil Defense Administrator has entered into an agreement with the Secretary of Agriculture. Under this agreement, the Department of Agriculture assumes responsibility for necessary redirection of food requested by FCDA for civil defense operational purposes. To assure that all needs are recognized, State and local food supply advisory committees have been suggested within the civil defense organization to assist in necessary planning. At the local level, this committee would be, in effect, the private resources committee for food. (See paragraph 2.23.) The local food supply advisory committee should furnish information concerning available food supplies. The committee also should assist in planning emergency food distribution, using the regular facilities of the industry. Supply liaison officers on the requirements committee, especially those from health, welfare, and warden services, should develop estimates of emergency food requirements. These estimates should cover varying periods of emergency conditions and distribution plans should be made accordingly. For instance, the primary food problem for the first two days after an attack will be the distribution of food to hospitals and mass care and mobile facilities of the emergency welfare services. When these needs are filled, food should be supplied to regular eating establishments, factories, schools, and retail food outlets. In some areas "emergency grocery stations" may be required to fill needs of surviving households. Issues from these stations should be under supervision of the emergency welfare services. Meanwhile, efforts should be

made to return the food industry to normal food distribution operations and relax emergency controls.

3.16 In planning for emergency food supplies, consideration should be given to bringing in large quantities from surrounding cities and communities outside the mutual aid area. The State supply officer, therefore, should be informed of local plans so that he may coordinate the development of supporting plans with FCDA regional officials and representatives of the Department of Agriculture.

ARRANGEMENTS WITH TRANSPORTATION SERVICE

3.17 Supply plans should be coordinated with the programs of other civil defense services, especially the transportation service. Transportation facilities will be at a premium immediately after an attack, as major efforts will be focused on the rescue and treatment of casualties. Local ready-supplies dispersed throughout the city should be sufficient to maintain emergency operations for four hours after an attack. Arrangements should be made with the transportation service for moving ready-supplies from certain unaffected areas to critical areas.

3.18 Procedures should be worked out with transportation officials to determine exact responsibility within the transportation services for supplies while in transit. A member of the supply service may be assigned to accompany each shipment to ensure delivery and proper handling.

WAREHOUSING OPERATIONS

3.19 As warehouse storage space is acquired and materials placed in ready-supply locations, the procurement and storage officer must provide systematic and uniform procedures for supply accountability, inspection, and replacement. Security procedures must be established and enforced, and Federal requirements for storing matched-funds materials complied with, including bonding the responsible official. Procedures for the care and handling of stored materials must be developed and adhered to, and warehouse personnel should be drilled in supply movements. Of primary importance is the job of the supply records officer in keeping a central record of all supplies in warehouses and in service. This information will be used by the supply chief in directing emergency supply operations after an attack.

EMERGENCY EXPROPRIATION PROCEDURES

3.20 The State supply officer should take the initiative to establish State policy for emergency expropriation of commercial and private supplies. A definite plan should be developed which will indicate:

(a) The emergency powers of the Governor and/or the State civil defense director in expropriating equipment and materials.

(b) The responsibilities of the State supply officer in exercising emergency expropriation authority, and the authority which may be delegated to local supply chiefs.

(c) The manner of determining the amount to be paid for expropriated property and when and how payment shall be made.

(d) Detailed procedures for the control of expropriated food supplies immediately after an attack.

3.21 State plans for emergency expropriation should be based on the following concepts:

(a) Expropriation procedures are to be instituted only when all other supply resources within the State are insufficient.

(b) Federal expropriation powers will be employed for the relief of a State only after the State has exhausted its total civil defense supply resources, both public and private. Therefore, Federal expropriation authority will not normally be exercised within the State needing assistance.

3.22 Local supply chiefs should be informed of State plans and policies for expropriating materials and they should develop their own programs accordingly. The private resources committees should be used to the fullest extent in this planning function.

3.23 Not only should the private resources committee assist the supply chief in preparing detailed plans, but they should be the medium through which commercial elements of the community are informed of the plans and their cooperation obtained. It is important that each businessman understand the situation and the planned program developed to fill the emergency needs of the community. The supply chief should seek the advice and assistance of the local public affairs officer in arranging for special meetings of business and trade groups to present the emergency supply plan. One of the most likely organizations capable of mustering commercial support is the local chamber of commerce.

3.24 It may be desirable to have zone supply officers participate in the planning stages of the emergency expropriation procedures so that they will be better able to discuss the matter with local business people and more capable of assuming authority during emergency operations.

Alert and Attack Period

3.25 All supply personnel should be prepared to go to their assigned duty posts in the event of attack. Those with command

and operational authority should report to their assigned command posts or control centers. Either the supply chief or his deputy should report to the main control center to advise the person in command on matters pertaining to supply. Zone supply officers should do likewise at the zone control centers. Warehouse managers and supply crews should get to their assigned warehouses as soon as possible after an attack to prepare movements of supplies as ordered from the control centers.

3.26 Unless there is a warning period before an attack, personnel may not get to their posts until the attack is over. This should not be a great disadvantage if local ready-supplies have been properly distributed throughout the city. All personnel should take shelter immediately prior to attack. Only those in mobile support areas should consider attempting to travel during an alert period, and their movements should be sanctioned by the over-all alert plan.

3.27 Unmanned warehouses should be secured to provide protection against possible looting. If such precautions are taken at all times, the warehouse manager need not assume his post until the attack is over.

3.28 Once a civil defense emergency has been declared, warehouses may be maintained at all times with stand-by personnel to carry out supply operations on a continuing basis. If this is done, suitable shelter should be provided for stand-by crews.

Postattack Period

3.29 From the standpoint of immediate supply action after an attack, the zone supply officer is the key man. He must determine the extent of damage in his zone and evaluate conditions relative to supply operations. He must know the amounts of materials available in his zone and how long they will last in serving the needs of civil defense forces and survivors. He should report his estimate of the situation to the zone controller who has full responsibility for operational control within the zone. The zone supply picture will be part of the zone controller's report to the main control center, where the supply chief or his deputy will receive all reports pertaining to supplies and develop a plan of supply distribution accordingly.

3.30 The zone supply officer in a zone which has been severely damaged should immediately report his estimate of how long his ready-supplies will last. If possible, he should also report the type and quantity of additional supplies needed and when he will need them. Supply officers in zones not seriously damaged should report their ability to move ready-supplies and other materials as directed

by the supply chief. No supplies should be moved until ordered by the main control center through the zone controller. The plan for evacuation and treatment of injured will be developed at the main control center and supplies necessary to these operations must be available in the areas designated.

3.31 As damage reports are received in the main control center with their estimates of supply needs, the supply chief must take steps to provide additional supplies where they are required. The seriousness of the situation will govern the course of action. Local warehouse managers should be alerted to prepare shipments, and transportation should be requested. As local supplies become exhausted, the supply chief should keep the State supply officer informed of expected needs, so that he may order materials moved from State warehouses.

3.32 The State supply officer should control the movement of State supplies. If there is more than one area damaged within the State, he must exercise judgment as to distribution. Likewise, he must consider the possibility of additional attacks before he orders the movement of supplies and equipment. As soon as he is able to evaluate the supply situation throughout the State, he should inform the State director and make recommendations as to requests for Federal supply assistance and the exercise of emergency expropriation powers.

3.33 Expropriation procedures should be placed in effect only as a last resort. Well-developed plans with local and State commercial supply sources may provide for sufficient quantities of needed materials without recourse to general expropriation.

3.34 Federal supplies designated for civil defense use at Federal field installations will be controlled by the FCDA regional office and integrated in the State supply program in accordance with prearranged plans. Appeals to FCDA regional offices for additional assistance should be made only when local and State resources become depleted.

EMERGENCY CONTROL OF FOOD

3.35 The emergency food distribution plan should provide for a control procedure which can be placed in effect immediately after an attack by either the local civil defense director, the constituted municipal authority, or proper State authority. This plan is recommended to prevent "panic buyers" from buying up and hoarding large amounts of food supplies. Under this plan, householders maintaining the recommended three-day supply of food will suffer no hardship, while those without groceries or whose home supplies have been destroyed will be protected and supplied.

3.36 Food supplies needed by mass care centers and hospitals should receive initial priority. Generally, the emergency food distribution plan should earmark the stocks on hand at wholesale outlets (and some of the larger retail outlets) for this purpose. Emergency welfare services should have priority for supplies on hand at regular retail outlets for temporary rehabilitation aid. Second priority for wholesale supplies should be granted to regular eating establishments.

3.37 The State supply officer should consider the seriousness of the emergency situation in determining the necessity of controlling food supplies throughout the State. He should make his recommendations to the State director accordingly. If the emergency period extends for more than a week, requests for food supply relief from outside the State may be necessary. For this reason, the FCDA regional office should be kept informed of the general supply situation at all times.

WAREHOUSE OPERATIONS

3.38 Warehouse managers and their crews should be prepared to ship materials as ordered by appropriate authority any time after an attack. This is true of Federal, State, and local warehouses. Warehouse stand-by personnel will probably be necessary for round-the-clock duty. Shipments from State and Federal warehouses will often be made upon emergency orders through proper authorities.

3.39 Warehouse managers should keep accurate record of all shipments, including description of supply items, quantity, destination, name of official authorizing shipment, and time of shipment.

Restoration Period

3.40 The restoration period begins when civil defense forces have completed their emergency work and people are able to resume normal activity. During this period the demands for materials and equipment are not as urgent as in the immediate postattack period. While the supply service is maintaining the flow of needed materials, it must be alert to salvage and return to storage all unused supplies issued during the first days of operations. Liaison officers in the several services should be instructed to survey the materials being used by their forces and to recover surplus quantities not likely to be needed for the remainder of the operation. Warehouse crews that can be spared from regular duty may be used to form salvage crews to pick up materials as they are reported by the liaison officers, zone supply officers, and other supply officials. As these supplies are received

at the warehouses they must be inspected and identified, and serviceable items returned to stock for reissue.

3.41 During the restoration period, emergency controls placed on food distribution beyond those imposed nationally should be gradually relaxed to permit a return to normal operations within the industry. Controls applied to other supplies, such as fuel and building materials, should be similarly relaxed when it has been determined that there will be no difficulty in supplying the remaining needs of civil defense forces and emergency welfare cases.

3.42 Another major job that should be accomplished during the restoration period is that of accounting and records. The procurement and storage officer, with assistance from the supply records officer, should audit all records of warehouse issues and expropriated materials for completeness and accuracy. Those which are questionable should be resolved immediately by reference to the officer authorizing the transaction and others concerned. Prompt action on these records while the circumstances are still fresh in the minds of those who participated, will expedite payment for expropriated materials, and also enable the procurement officer to reorder replacement stocks as necessary.

3.43 The last phase of the restoration period becomes the first phase of the next preattack period. From the standpoint of supply operations it is basically a matter of getting ready for another attack by redistribution of ready-supplies, outfitting civil defense forces with replacement equipment and supplies, and restocking warehouses. These functions will have to be performed in accordance with revised planning of the local civil defense authorities and resultant changes in supply planning. Warehouses may be relocated, new supply allowances for the services established, different locations selected for placement of ready-supplies, and many other changes made in the supply program as a result of the previous attack.

STAFFING AND TRAINING

Staffing

4.1 In selecting key personnel to staff the supply service, appointing officials should seek the advice of their personnel advisors and advisory councils. State supply officers and local supply chiefs assume extremely broad responsibilities and should be selected with considered judgment. Many States and municipalities may find it feasible to appoint their head property and supply officials to key civil defense supply positions. If this is done, qualified men from private industry should be named to the positions of deputy and assistant supply officers. This pattern could be reversed by appointing prominent businessmen to the top positions with government officials as assistants. In either case, civil defense supply responsibilities should be about equally distributed among Government employees and private businessmen.

4.2 State and local procurement and storage officers should be professionally trained persons with considerable experience. These positions require constant attention to detail and clerical accuracy in purchasing, checking, inventorying, and accounting for all civil defense materials.

4.3 The State requirements officer is primarily a coordinator. He should be selected for his administrative ability, knowledge of logistic operations, and ability to work with others and obtain their cooperation. This position should be filled as soon as possible so that the job of determining the State's civil defense requirements may get underway. On the local level, the job of coordinating requirements is performed by the deputy supply chief with the assistance of supply liaison officers from the various services. The designation of these officers and the establishment of the requirements committee should be accomplished early in the local supply program.

COMMERCIAL SUPPLY STAFF

4.4 The appointment of the State commercial supplies coordinator is the initial step necessary in planning the State program of emergency expropriation of commercial supplies. The person selected for this position should be a prominent businessman in the State who is thoroughly aware of the importance of emergency

civil defense supply planning. He should be a leader of known organizational ability who commands the respect and confidence of the commercial and industrial people of his State. This officer should appoint three assistants from wholesale, retail, and industrial concerns to assist him in developing the State program. These persons should also be prominent in their respective fields and capable of obtaining the cooperation of their fellow businessmen.

4.5 On the local level, the supply chief should select members of the private resources committee from the most prominent and capable businessmen who understand the local emergency supply problem. This committee should not fail to have representation from the food, clothing, fuel, and building materials industries. Wholesale, retail, and industrial subcommittee members should be appointed by the parent committee under the direction of the supply chief. Members of each subcommittee should be from large and small companies in downtown and suburban areas to represent a cross section of their commercial group.

4.6 The remaining supply service positions may easily be filled with people engaged in various aspects of supply and warehousing. Employees of State and city procurement offices and warehouses should be encouraged to volunteer. The supply chief should estimate his requirements for volunteers and confer with local civil defense volunteer recruiting officials. The recruiting program should be able to enlist necessary clerical personnel, warehouse crews, and warehouse managers. The State storage officer should contact recruiting officials in areas where State warehouses are located to enlist volunteers to man State warehouses.

4.7 If there is no consolidated recruiting program, the local supply chief should seek assistance from local civil defense personnel officials and conduct his own volunteer recruiting program. Best results will probably be achieved by contacting people already engaged in supply and warehousing work. This may be done by inviting cooperation from the private resources committee to enlist volunteers from various commercial and industrial establishments.

Training

4.8 The extent of training necessary will depend on the experience of various members of the supply service. However, a minimum amount of training is essential for every member of the service. All volunteers and everyone appointed to supply positions should receive general basic instruction in civil defense. This course should be conducted by the local training officer. As members of the civil defense corps, they should also learn first aid,

basic rescue, and elementary fire fighting. State supply officers and local supply chiefs should receive advanced instruction in civil defense at the Federal Civil Defense Staff College or at one of the FCDA technical training centers. From time to time, FCDA will sponsor special training sessions for the supply service at the Staff College, training centers, or at regional offices. These programs should be attended by key officers in the State supply service and certain officials of local supply organizations.

4.9 The chart in figure 4 indicates training courses which should be offered to various State and local supply personnel. The following paragraphs present brief descriptions of the subjects to be covered by the special supply courses.

OUTLINE OF THE STATE SUPPLY PROGRAM

4.10 Under ideal conditions where the State supply organization becomes functional at an early date, the first special supply course to be offered should be under the direction of the State supply officer and his special assistants for procurement, requirements, and storage. These officers should instruct State and local supply officials in the policies and basic elements of the State's civil defense supply program. Special attention should be given to methods and procedures of procurement, requirements determination, and regulations pertaining to matched funds and other State and Federal funds.

4.11 The length and coverage of this course may vary from several hours to several days. Each State should consider a comprehensive two-or three-day program to be attended by all key supply officials as a booster program to indoctrinate the entire State supply organization. The FCDA regional supply officer might be invited to attend and participate in the program.

OUTLINE OF THE LOCAL SUPPLY PROGRAM

4.12 When the local supply organization is sufficiently staffed to work as a unit, orientation sessions should be conducted to familiarize personnel with the work of the supply service. These meetings should be informal discussions led by the supply chief and his deputy. If possible, one of the key local or State civil defense officials should be invited to speak to add emphasis to the supply function. Although most of the time should be devoted to a description of the local supply program and its procedures, a brief description of the Federal and State supply programs should be included.

4.13 These meetings should be open to any State supply personnel to obtain an understanding of the organization which they are indirectly supporting.

	SPECIAL SUPPLY COURSES						BASIC C. D. TRAINING					
	FCDA Staff College	FCDA supply courses	State supply program	Local supply program	Procedures for detern. requirements	Emergency expatriation procedures	Storage and maintenance of ready-supplies	C. D. warehousing	Introductory course in C. D.	First aid (ARC)	Basic rescue	Elem. fire fighting
			State	Local		State	Local	State	Local			
STATE PERSONNEL												
State Supply Officer	x	x	T						x			
Procurement Officer	x	x	T						x			
Requirements Officer	x	x	T		T			T	x	x		
Storage Officer	x	x	T									
Liaison Officers			x		x							
Fed. & St. Supplies Coord. Coordinator	x		x			T						
Commercial Supplies Officer		x				x		x		x		x
Inventory Records												
Coord. for Wholesalers		x	x									
Coord. for Retailers		x	x									
Coord. for Industry		x	x									
Area Supply Supervisors		x										
Warehouse Managers				x				x		x	x	x
Stock Control Officers				x				x		x	x	x
Warehousemen				x				x		x	x	x
LOCAL PERSONNEL												
Supply Chief	x	x	x	T	x		T		x			
Deputy Supply Chief	x	x	x	T	x		x		x			
Private Resources Committee				x			x					
Liaison Officers												
Zone Supply Officers		x		x	x				x	x	x	x
Procurement and Storage Officer		x	x	x				x	x	x	x	x
Supply Records Officer		x		x					x		x	x
Warehouse Managers				x					x	x	x	x
Warehousemen				x					x	x	x	x

x—Indicates trainees

T—Indicates class instructors

FIGURE 4.—Training courses for supply service personnel.

PROCEDURES FOR DETERMINING REQUIREMENTS

4.14 Procedures for determining requirements should be developed and approved by the State supply office and the State requirements officer should conduct the instruction. Although much of this information may be distributed by mail, the job is of such importance that he should meet with deputy supply chiefs and local liaison officers to give the program personal direction. Generally, this instruction should be accomplished in a three- or four-hour session.

EMERGENCY EXPROPRIATION PROCEDURES

4.15 The State commercial supplies coordinator is responsible for developing State-wide plans for emergency supply expropriation and for directing such activity under proper authority when an emergency occurs. He should schedule special meetings to instruct both State and local officials in the procedures to be followed under the plan. These meetings should be concerned not only with the details of emergency operations, but also with the development of specific programs to enlist cooperation of commerce and industry. After receiving general instructions from the State level, supply chiefs should carry out their local plans by holding similar meetings among their assistants and their private resources committeemen.

STORAGE AND MAINTENANCE OF READY-SUPPLIES

4.16 Policies and procedures for storage and maintenance of ready-supplies should be established by the local procurement and storage officer with approval of the deputy supply chief. Such procedures pertain to supplies and equipment in custody of the operating services as well as supplies stored in strategic locations throughout the city. Special sessions should be scheduled to instruct zone supply officers and liaison officers in the proper handling and control of ready-supplies. This instruction should be given jointly by the deputy supply chief and the procurement and storage officer.

CIVIL DEFENSE WAREHOUSING PROCEDURES

4.17 The State storage officer should instruct State warehouse personnel and local procurement and storage officers in the established procedures of warehousing civil defense materials. This instruction should also include procedures for emergency operations under attack conditions, stressing measures to be taken for protection of personnel and property.

4.18 If local warehouse personnel cannot attend the courses offered by the State, they should receive similar instruction from the local procurement and storage officer.

STANDARD POSITION DESCRIPTIONS

(Note: The qualifications indicated for each position represent the ideal. Personnel available for these jobs may not possess all of the qualities desired. However, these qualifications will serve as guides in staffing and recruiting.)

State Personnel

Supply Officer	Federal and State Supplies Co-ordinator
Requirements Officer	Commercial Supplies Coordina- tor
Storage Officer	Inventory Records Officer (com- mercial materials)
Inventory Records Officer (Gov- ernment-owned materials)	Coordinator for Wholesalers
Section Supply Supervisor	Coordinator for Retailers
Warehouse Manager	Coordinator for Industry
Stock Control Officer	
Procurement Officer	

Local Personnel

Supply Chief	Supply Records Officer
Deputy Supply Chief	Warehouse Manager
Zone Supply Officer	Private Resources Committee- man
Supply Liaison Officer	
Procurement and Storage Officer	

State Supply Officer

SUMMARY

Develops State civil defense supply program, including plans and procedures for emergency operations, to ensure availability and effective distribution of materials to meet emergency needs of the State.

DUTIES

Responsible to State civil defense director for all matters pertaining to civil defense supply. Directs planning and operations of the State supply program—obtaining requirements, procurement, storage, and distribution. Provides leadership for local supply chiefs and the entire State supply organization. Cultivates active interest and cooperation of commerce and industry to develop policies and procedures governing expropriation of private

and commercial supplies during periods of emergency, and directs such operations when ordered by the Governor or State civil defense director. Consults with FCDA regional supply officer in developing and improving the State supply program, and with State training officer in establishing and conducting training programs for supply personnel. Supervises preparation and distribution of training materials, procedure manuals, and operational directives necessary for efficient functioning of the State supply service.

QUALIFICATIONS

Should be recognized leader with organizational and administrative abilities and broad experience in supply operations. Must command respect and cooperation of commercial and industrial people of the State, and be capable of working in harmony with many groups. Should devote part time during preattack period and full time during emergency.

State Requirements Officer

SUMMARY

Coordinates State activities for determining civil defense materials requirements and serves as deputy to State supply officer.

DUTIES

Plans and directs program of determining requirements for equipment and supplies for civil defense forces of the State. Supervises work of supply liaison officers of each service and conducts conferences with them to coordinate requirements of similar and like items. Works closely with officials to determine vulnerability of cities within the State and assures that supply requirements are sufficient to meet needs of all services on a State-wide basis. Standardizes methods and procedures for each service to inventory and report its supply and equipment resources and assures that requirements for additional resources to meet emergency conditions are provided. By consulting with other State civil defense officials, determines priority in filling requirements. Acts for State supply officer in his absence and as directed.

QUALIFICATIONS

Should be person of demonstrated administrative ability in supply and have other qualifications similar to those of State supply officer. Experience with specifications and military logistics is desirable. Must be a teamworker capable of directing cooperative efforts. Experience in conducting statistical surveys may be helpful. Should be familiar with normal supply needs of a city

and free to devote part time in early stages to determine supply requirements. After original requirements survey is completed, less time should be required.

State Storage Officer

SUMMARY

Responsible for proper storage of all State-controlled civil defense materials and establishing standard storage practices for guidance of local supply officials.

DUTIES

Advises State supply officer in selection of sites for warehousing State civil defense supplies and equipment. Establishes storage policies and procedures. Guides and advises local supply officials on selection and operation of local warehouses and storage procedures. Recommends for appointment section supply supervisors, warehouse managers and inventory records officer. Supervises their activities to ensure proper storage accountability and availability of materials during periods of emergency. Instructs State and local supply personnel in storage phases of the State supply program and techniques and procedures of civil defense warehousing. Assures that equipment and supplies in custody of the various services are properly maintained and accurate inventory records kept. Coordinates warehouse locations and distribution plans with the transportation service.

QUALIFICATIONS

Should be experienced in storage and warehousing operations and possess administrative and supervisory abilities. Should have knowledge of State's transportation facilities and its geographical and cultural features. Should be the bonded property officer qualified to have custody of materials procured with Federal contributions.

State Inventory Records Officer (Government-owned materials)

SUMMARY

Responsible to State storage officer for keeping complete and accurate records of all State-controlled civil defense supplies and equipment in use or in storage in State warehouses.

DUTIES

Establishes procedures for liaison officers and State warehouse managers to report inventories of supplies and equipment. Receives these reports and maintains central records of all materials,

their location, amounts, condition, and types. Supervises clerical personnel required.

QUALIFICATIONS

Experience in stock control and ability to direct establishment and maintenance of a central inventory and record system. Requires part time in preattack periods and full time during emergency periods.

Section Supply Supervisors

SUMMARY

Serves as assistant to State storage officer. Has supervisory responsibility for two or more warehouses in a State civil defense area. Position is optional—depends on State's requirements. Some States use the term "area" or "region" rather than "section."

DUTIES

Supervises personnel of State warehouses assigned by State storage officer to his area. Assures that operations are conducted in accordance with prescribed procedures and that warehouses are maintained at all times in a condition of readiness to receive and issue materials as required. Makes regular inspections of warehouses and materials in custody of mobile support forces. Assures that supplies are properly packaged and stored and that equipment is properly maintained for emergency use. Assists State storage officer in developing plans and procedures and performs special tasks as assigned. Advises local storage officials on their programs. May exercise supervisory and inspection authority over certain materials in custody of local officials if such materials were obtained with State financial assistance.

QUALIFICATIONS

Should possess administrative and supervisory abilities. Should have storage and warehousing experience and a knowledge of transportation facilities and geographical and cultural features of assigned area.

State Warehouse Manager

SUMMARY

Responsible for operation of a State civil defense warehouse in accordance with established policies and procedures issued by State storage officer and area supply supervisor.

DUTIES

Supervises assigned personnel and directs operation of the warehouse. May select and appoint warehouse personnel to positions as stock control officers and foremen of warehouse crews. Assigns work and instructs personnel as required. Supervises all operations such as receiving, packaging, repackaging, palletizing, labeling, loading, and keeping records of materials in his custody. Assures that materials are stored and maintained in accordance with established regulations and procedures. Trains personnel in emergency operating procedures and assures readiness of warehoused materials at all times. Receives instructions from proper authorities for issue of materials, directs their preparation and loading and the keeping of necessary issue and inventory records.

QUALIFICATIONS

Experience in warehouse operations and ability to supervise personnel. Requires full time.

State Stock Control Officer

SUMMARY

Responsible to warehouse manager for keeping complete and accurate warehouse stock records.

DUTIES

Records receipt of all materials; checks materials against shipping order, bill of lading, or other document to insure receipt of proper quantities. When necessary, initiates claims and reports of survey. Takes physical inventory necessary to keep accurate records. Records all issues of materials and keeps inventory records accordingly. Submits reports as required by the State storage officer.

QUALIFICATIONS

Experience in stock control of a wide variety of supplies. Requires part time during preattack period and full time during emergency.

State Procurement Officer

SUMMARY

Directs State program of procurement of civil defense supplies and equipment. Responsibility includes purchase of materials through established channels as well as procurement by expropriation and later payment.

DUTIES

Procures materials necessary for civil defense as recommended by requirements officer and in accordance with funds available. Assures that State's share of matched funds is judiciously used. Works with requirements officer to establish allocations of matched funds to State's political subdivisions and procures materials for them as approved. Directs activities of procurement staff in processing purchase orders, approving payments for goods received, and performing other routine procurement duties. Supervises the program of the commercial supplies coordinator in establishing policies and procedures for State-wide expropriation and payment for commercial supplies.

QUALIFICATIONS

Should know State purchasing procedures and be well known throughout the State for purchasing ability. Procurement or purchasing officer in State procurement and supply office would be in ideal position to perform these duties in conjunction with his regular work.

Federal and State Supplies Coordinator

SUMMARY

Under direct supervision of State procurement officer, is responsible for detailed procedures of procuring civil defense supplies with public funds, Federal, State, or local, and for developing procedures for the use of materials available from State sources and from field offices of Federal agencies.

DUTIES

Coordinates procurement of civil defense materials purchased with public funds through normal channels and processes such purchases in accordance with existing State and FCDA procedures and regulations pertaining to civil defense supply. Maintains records of allocations of matched funds to State's political subdivisions and assures that procurements are made in accordance with such allocations. Keeps thoroughly familiar with FCDA instructions relative to Federal contributions to States and makes this information available to the procurement officer. Makes recommendations to the procurement officer to assure judicious use of available funds. Develops procedures for emergency use of State-owned material for civil defense. Supervises procurement staff in processing purchase orders, approving payments, and performing their routine duties.

QUALIFICATIONS

Must know State purchasing and procurement procedures and be able to supervise small procurement staff.

Commercial Supplies Coordinator

SUMMARY

Directs planning and development of procedures for emergency acquisition of, and payment for expropriated materials on a State-wide basis.

DUTIES

With assistance of staff of prominent businessmen, develops State program for emergency civil defense use of privately-owned materials in accordance with law. Establishes standard emergency civil defense supply procedures for State. Provides leadership and advice to local supply chiefs for establishing private resources committees and suggesting their activities. Obtains cooperation and support of commercial and industrial leaders of State through professional and trade organizations and State chamber of commerce. Explains emergency supply problems and State supply program to State business organizations, and to local groups at request of local supply chiefs. Supervises activities of assistant coordinators and the inventory records officer to establish system of maintaining records of up-to-date inventories of private supplies within State, and ensures the security of such information.

QUALIFICATIONS

Must be a State leader in business circles with community service experience and reputation to command respect and following of commercial and industrial groups. Ability to speak before groups and explain the importance of cooperation of business people in emergency civil defense supply activities is desirable.

State Inventory Records Officer (commercial materials)

SUMMARY

Responsible to the commercial supplies coordinator for maintenance of complete and accurate records of materials available for emergency use from wholesale, retail, and industrial sources throughout the State.

DUTIES

Maintains a central record of commercial establishment's average inventories of materials suitable for emergency civil defense use. Receives inventory information from State and local

supply officials and maintains records in such manner as to indicate availability, location, quantity, and price of individual items of supplies. Furnishes information to civil defense authorities for planning and operations only. Protects interests of commercial concerns by maintaining proper security on information supplied by them.

QUALIFICATIONS

Experience in stock control and inventory record methods. Must be trustworthy and acceptable to the commercial interests of State. Requires part time in preattack period and full time during emergencies.

State Coordinator for Wholesalers

SUMMARY

Represents wholesalers of State in developing programs and procedures for emergency expropriation of supplies and obtains their cooperation for effective supply operations during emergencies.

DUTIES

Advises commercial supplies coordinator of conditions and practices of wholesale business to assist in developing a practical plan for emergency expropriation of wholesale supplies. Obtains support and cooperation of wholesalers of the State and provides leadership for local supply chiefs and wholesale subcommittees for utilizing private wholesale resources in civil defense emergencies. Assists in setting up State-wide reporting procedures for wholesalers to inform civil defense supply officials of average inventories on hand.

QUALIFICATIONS

Recognized State leader in wholesale business. Ability to speak before groups and command support of wholesalers.

State Coordinator for Retailers

SUMMARY

Represents retailers of State in developing programs and procedures for emergency expropriation of supplies and obtains their cooperation for effective supply operations during emergencies.

DUTIES

Advises commercial supplies coordinator of retail business conditions and practices to assist in developing practical plans for

emergency expropriation of retail supplies. Obtains support and cooperation of retailers of the State and provides leadership for local supply chiefs and retail subcommittees for utilizing private retail resources in civil defense emergencies. Assists in setting up State-wide reporting procedures for retailers to inform civil defense supply officials of average inventories on hand.

QUALIFICATIONS

Recognized State leader in retail business. Ability to speak before groups and to command support of retailers.

State Coordinator for Industry

SUMMARY

Represents industrialists of State in developing programs and procedures for emergency expropriation of supplies and obtains their cooperation for effective supply operations during emergencies.

DUTIES

Advises commercial supplies coordinator of industrial conditions and practices to assist in developing a practical plan for emergency expropriation of industrial supplies. Obtains support and cooperation of industry of the State and provides leadership for local supply chiefs and industry subcommittees for utilizing private industry resources in civil defense emergencies. Assists in setting up State-wide reporting procedures for industry to inform civil defense supply officials of average inventories on hand.

QUALIFICATIONS

Recognized State leader in industry. Ability to speak before groups and to command support of industrialists.

Local Supply Chief

SUMMARY

Develops and directs the local supply program, including detailed planning for emergency operations to ensure availability and effective distribution of necessary materials to meet civil defense emergencies of his community.

DUTIES

Responsible to local civil defense director for all matters pertaining to supply. Directs planning and operations of the community's supply program, including obtaining requirements, procuring materials with public funds, procuring materials during emergencies through expropriation, storage, and distribution.

Selects and trains his staff and provides leadership to them and to the people of the community in providing for emergency supplies. Cultivates the active interest and cooperation of local business and industry to develop plans for emergency expropriation of their supplies. Personally guides the work of the private resources committee. Works with State supply officials in developing and improving the local supply program, and with local training officials in training supply personnel. Directs supply operations during times of emergency from the main control center and keeps the director informed on the status of supplies. When necessary, initiates requests to State officials for release of State supplies needed to support local operations.

QUALIFICATIONS

Should be a prominent citizen of community with experience in supply operations. Should possess leadership and administrative abilities and command the respect of local business people. Should be able to devote part time during preattack period and full time during emergency.

Local Deputy Supply Chief

SUMMARY

Assist the supply chief and acts for him in his absence.

DUTIES

Same as those for supply chief when acting for him. In addition, directs zone supply officers in the performance of their duties and keeps them informed of all aspects of the supply program. Personally conducts activities of the requirements committee and serves as point of contact for liaison officers and supply service. Supervises the program of determining civil defense supply requirements of all services and coordinates these requirements through the requirements committee. Assists in planning and conducting training for supply service personnel.

QUALIFICATIONS

Same as those for supply chief.

Zone Supply Officer

SUMMARY

Responsible to deputy supply chief for supply operations in assigned zone of community.

DUTIES

Inspects local ready-supplies located in his zone and assures

their readiness for emergency use. Assists supply chief and deputy in performance of their duties by encouraging commercial and industrial residents of zone to assist and cooperate with emergency expropriation planning. During periods of emergency, directs supply operations within zone from the zone control center in support of orders issued by zone controller and supply chief. Supervises transfer of supplies from zone to other areas more severely damaged when ordered by proper authorities. Assists in locating excess materials during the restoration period and in preparing them for return to warehouses and storage points.

QUALIFICATIONS

Prominent and respected citizen of the zone with community service interest and experience in some level of supply operations. Should be able to devote part time during preattack period and full time during emergency.

Local Supply Liaison Officer

SUMMARY

Designated by the chief of his service to represent that service in all matters pertaining to supply and maintain liaison with supply officials and units of his service.

DUTIES

Represents his service on the supply requirements committee and assures that the civil defense supply requirements of his service are prepared and submitted in accordance with instructions of the committee and deputy supply chief. Transmits supply instructions to the chief of his service and assists in carrying them out. Serves as custodian of all supplies issued to his service and ensures their proper maintenance and accounting. Reviews supply requirements of his service before submitting them to the committee or to the procurement and storage officer. May make allocations of supplies and equipment within his service and otherwise ensures their proper distribution.

QUALIFICATIONS

Staff member of the special service with an understanding of supply operations. Should be thoroughly familiar with supplies and equipment used by his service.

Local Procurement and Storage Officer

SUMMARY

Responsible for procurement, storage, warehousing and accounting of all community civil defense supplies.

DUTIES

Assists supply chief and his deputy in matters pertaining to procurement and storage of supplies. Prepares procurement requests and purchase orders for supplies being procured by the community or through the State. Obtains warehouse and storage space and supervises all storage activities, including maintenance of local ready-supplies by the various operating services. Responsible for proper accounting and inventory records of all supplies in his custody. Supervises personnel assigned to his staff and sees that they receive proper training. Conducts periodic inspections of storage points and warehouses to assure that materials are stored in accordance with current instructions. During an emergency, informs supply chief of locations of needed supplies, directs shipments from storage locations, and keeps required records of all shipments.

QUALIFICATIONS

Should have experience in procurement and storage phases of supply operations and possess administrative and supervisory abilities. Should be able to devote part time during preattack periods and full time during emergencies.

Local Supply Records Officer

SUMMARY

Under direct supervision of the procurement and storage officer is responsible for keeping complete and accurate records of all civil defense supplies of his community.

DUTIES

Establishes system and procedures for keeping records and ensures their accuracy at all times. Instructs warehouse managers and liaison officers in proper records procedures and receives their reports as required. Maintains centralized inventory of all supplies and audits reports of receipts and shipments from warehouse managers and service liaison officers.

QUALIFICATIONS

Experience in inventory techniques and maintenance of stock control records. Requires part time in preattack periods and full time during emergencies.

Local Warehouse Manager

SUMMARY

Responsible to procurement and storage officer for proper management of assigned storage facility.

DUTIES

Operates warehouse in accordance with instructions issued by procurement and storage officer and other proper authority. Ensures that supplies are maintained and stored in proper manner ready for issue as directed. Supervises warehouse personnel and ensures their training in self-protection as well as in supply work. Establishes working routine for warehouse personnel and divides them into shifts necessary to carry on supply operations during emergency periods. Ensures security of materials and submits necessary reports of inventory and supply movements to procurement and storage officer.

QUALIFICATIONS

Experience in warehouse operations and supervising warehouse personnel. Should have experience in stock control techniques. Requires part time during preattack periods and full time during emergencies.

Local Private Resources Committeeman

SUMMARY

Assists supply chief in planning for emergency expropriation of commercial supplies and enlists the interest of other businessmen in support of the emergency supply program.

DUTIES

Meets with the supply chief and other committeemen and assists in developing a basic plan for the emergency civil defense use of commercial supplies, including procedures for acquisition, distribution, and payment. May serve on wholesale, retail, or industrial subcommittee to develop specific plans for supplies in that category. Confers with representatives of trade groups to explain the emergency supply plans and enlists their support.

QUALIFICATIONS

Prominent businessman of the community with known leadership abilities and experience in civic work.

OFFICIAL CIVIL DEFENSE PUBLICATIONS

The following Federal Civil Defense Administration publications are on sale by the Superintendent of Documents, Washington 25, D. C. (Order blank is supplied for your convenience at the back of this book.)

1. *United States Civil Defense, 1950*, 25 cents, 168 pp. The national plan for organizing the civil defense of the United States.

Administrative Guides

1. *Civil Defense in Industry and Institutions*, Pub. AG-16-1, 1951, 25 cents, 64 pp. Plans for organizing and administering civil defense self-protection programs for the Nation's industrial plants, office and apartment buildings, and other institutions.
2. *The Clergy in Civil Defense*, Pub. AG-25-1, 1951, 10 cents, 12 pp. Guide for the clergy of all faiths for determining their place and function in civil defense.
3. *Emergency Welfare Services*, Pub. AG-12-1, 1952, 20 cents, 62 pp. Guide for developing a program to meet the multiple welfare problems that would arise from enemy attack.
4. *Engineering Services*, Pub. AG-13-1, 1952, 15 cents, 25 pp. Assists State and local civil defense directors in planning and establishing their engineering services.
5. *Fire Services*, Pub. AG-9-1, 1951, 15 cents, 27 pp. Basic guide to assist States and communities in planning, organizing, staffing, and operating an expanded fire-fighting service during periods of war emergency.
6. *Health Services and Special Weapons Defense*, Pub. AG-11-1, 1950, 60 cents, 264 pp. Methods for organization of all basic health and special weapons defense (atomic, biological, and chemical warfare) for State and local civil defense programs.
7. *Police Services*, Pub. AG-10-1, 1951, 20 cents, 48 pp. Basic guide for State and local civil defense officials in organizing and directing police civil defense services.
8. *Principles of Civil Defense Operations*, Pub. AG-8-1, 1951, 20 cents, 48 pp. Basic guide in planning and organizing for mutual aid and mobile support operations.

9. *The Rescue Service*, Pub. AG-14-1, 1951, 15 cents, 32 pp. Basic guide for State and local civil defense officials in organizing rescue services and training rescue teams.
10. *The Warden Service*, Pub. AG-7-1, 1951, 20 cents, 48 pp. Basic guide for civil defense directors and supervisory wardens in selecting, organizing, training, and equipping the warden service.

Public Booklets

1. *Duck and Cover*, Pub. PA-6, 1951, 5 cents, 14 pp. Cartoon instruction for children on what to do in case of atomic attack.
2. *Emergency Action to Save Lives*, Pub. PA-5, 1951, 5 cents, 32 pp. Practical instructions for the untrained person on the emergency care of injured people.
3. *Fire Fighting for Householders*, Pub. PA-4, 1951, 5 cents, 32 pp. Basic information for the householder on how fires start, how they can be prevented, and how to fight fires.
4. *This Is Civil Defense*, Pub. PA-3, 1951, 10 cents, 32 pp. Highlights of the national civil defense program and the part the volunteer must play to make civil defense a success.
5. *What You Should Know About Biological Warfare*, Pub. PA-2, 1951, 10 cents, 32 pp. Techniques of personal survival under biological warfare attacks.
6. *Survival Under Atomic Attack*, 1950, 10 cents, 32 pp. Techniques of personal survival under atomic bomb attacks.

Technical Manuals

1. *Blood and Blood Derivatives Program*, Pub. TM-11-5, 1952, 40 cents, 179 pp. Describes Federal, State, and local organization and operation of a civil defense blood program.
2. *Civil Defense in Schools*, Pub. TM-16-1, 15 cents, 32 pp. A guide and reference for local and State superintendents of schools in organizing and operating programs for the self-protection of schools, their physical facilities, staff, and students.
3. *Organization and Operation of Civil Defense Casualty Services—Part III—Medical Records for Casualties*, Pub. TM-11-3, 1952, 15 cents, 31 pp. Recommends medical records and forms for uniform use by all States in the handling of casualties resulting from enemy attack.

4. *Outdoor Warning Device Systems*, Pub. TM-4-1, 1951, 15 cents, 36 pp. Data for planning, procuring, and installing public warning device systems for civil defense.
5. *Radiological Decontamination in Civil Defense*, Pub. TM-11-6, 1952, 15 cents, 31 pp. Provides information for all radiological defense personnel and serves as an operations manual for decontamination crews.
6. *Shelter from Atomic Attack in Existing Buildings, Part I—Method for Determining Shelter Needs and Shelter Areas*, Pub. TM-5-1, 1952, 20 cents, 53 pp. Instructions, forms, and recommendations for use of civil defense directors, survey teams and their supervisors, and technically qualified personnel in conducting a shelter survey.
7. *Shelter from Atomic Attack in Existing Buildings, Part II—Improvement of Shelter Areas*, Pub. TM-5-2, 1952, 15 cents, 26 pp. Offers suggestions to architects and engineers for improving certain shelter areas.
8. *The Nurse in Civil Defense*, Pub. TM-11-7, 15 cents, 52 pp. Assists key civil defense nurses in planning and operating State and local nursing services.
9. *Water Supplies for Wartime Fire Fighting*, Pub. TM-9-1, 1951, 10 cents, 16 pp. Program for increasing available water supplies to meet the needs of emergency water-supply operations during wartime.

Other Publications

1. *Annotated Civil Defense Bibliography for Teachers*, Pub. TEB-3-2, 1951, 20 cents, 28 pp. Aid for teachers in locating publications for use in civil defense planning and instruction in schools.
2. *Civil Defense Against Atomic Warfare*, 1950, 10 cents, 24 pp. Lists sources of unclassified scientific and technical data useful as background information in planning civil defense against atomic bombing.
3. *Civil Defense and National Organizations*, 10 cents, 15 pages. Outlines the need for civil defense and informs national organizations how they can participate in the program.
4. *Civil Defense in Outline*, 1951, 35 cents, 41 pp. Guide for the use of organizations in their national and State civil defense programs.
5. *Civil Defense Nursing Needs*, Pub. VM-1, 1952, 15 cents, 17 pp. Outlines program for increasing nursing services

- to ensure an adequate supply of nurse power in the event of attack or disaster.
6. *Damage from Atomic Explosions and Design of Protective Structures*, 1950, 15 cents, 32 pp. Describes damage from blast to various types of structures and buildings, and suggests design of building construction to resist these effects.
 7. *Five Effects of Bombing Attacks*, Doc. 130, 1950, 15 cents, 48 pp. Summarizes data on World War II bombing attacks and suggests a method of appraising fire susceptibility of cities to minimize the effects of mass fires.
 8. *Interim Civil Defense Instructions for Schools and Colleges*, Pub. TEB-3-1, 1951, 30 cents, 32 pp. Guide for educational administrators in planning immediate civil defense training and education programs.
 9. *Medical Aspects of Atomic Weapons*, 1950, 10 cents, 24 pp. Medical and biological aspects of injuries resulting from atomic bomb explosions and their treatment.
 10. *The Warden's Handbook*, Pub. H-7-1, 1951, 15 cents, 34 pp. Basic reference aid for the block warden.
 11. *The Staff College*, Brochure, 1952, 10 cents, 15 pp. Describes courses, registration procedures, and nature of facilities of FCDA Staff College at Olney, Maryland.
 12. *Annual Report for 1951*, 1952, 30 cents, 108 pp. Comprehensive report to the President and Congress on the FCDA program during 1951.
 13. *National Civil Defense Conference Report*, May 1951, 45 cents, 73 pp. Transcript of the National Civil Defense Conference held in Washington, D. C., on May 7 and 8, 1951.
 14. *Civil Defense Household First Aid Kit*, Leaflet, 1951, \$1.50 per 100 copies. Lists first-aid items for a family of four or less; gives items to be stocked, quantity, substitutes, and uses.
 15. *Atomic Blast Creates Fire*, Leaflet, 1951, \$1.50 per 100 copies. Instruction to householders on how to reduce fire hazards and prevent fires in the home.
 16. *Air-Raid Alert Card*, \$1.50 per 100 copies. Instruction card on what to do in case of an atomic bomb attack.

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